Joint Training Functional Concept (JTFC)

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25 Jun 07

Overview of Concept

- **Military Problem**
- **Scope**
- **Proposed Solution**
- **New changes IAW CJCSI 3010.01B**
- **Way Ahead**

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JTFC Military Problem

In order to sustain operational and training superiority the DoD must be able to effectively and efficiently prepare joint training audiences in the 2015–2027 time frame:

- **For a wide ROMO anywhere in the world.**
- **To operate with a more diverse set of coalitions and alliances.**
- **To operate with other federal agencies, state and local governments, and NGOs.**
- **From any location.**
- **Synchronized with new operational capabilities that rapidly incorporate tactics, techniques, procedures, and lessons learned.**
- **To maintain competency against a symmetric enemy while actively fighting a complex, elusive, and adaptive adversary who uses available technology, advanced weapons, WMD, and information to gain advantage.**
- **While engaged in a long war, with limited fiscal, material, and personnel resources.**

Approved by JCB on 1 Mar 2006

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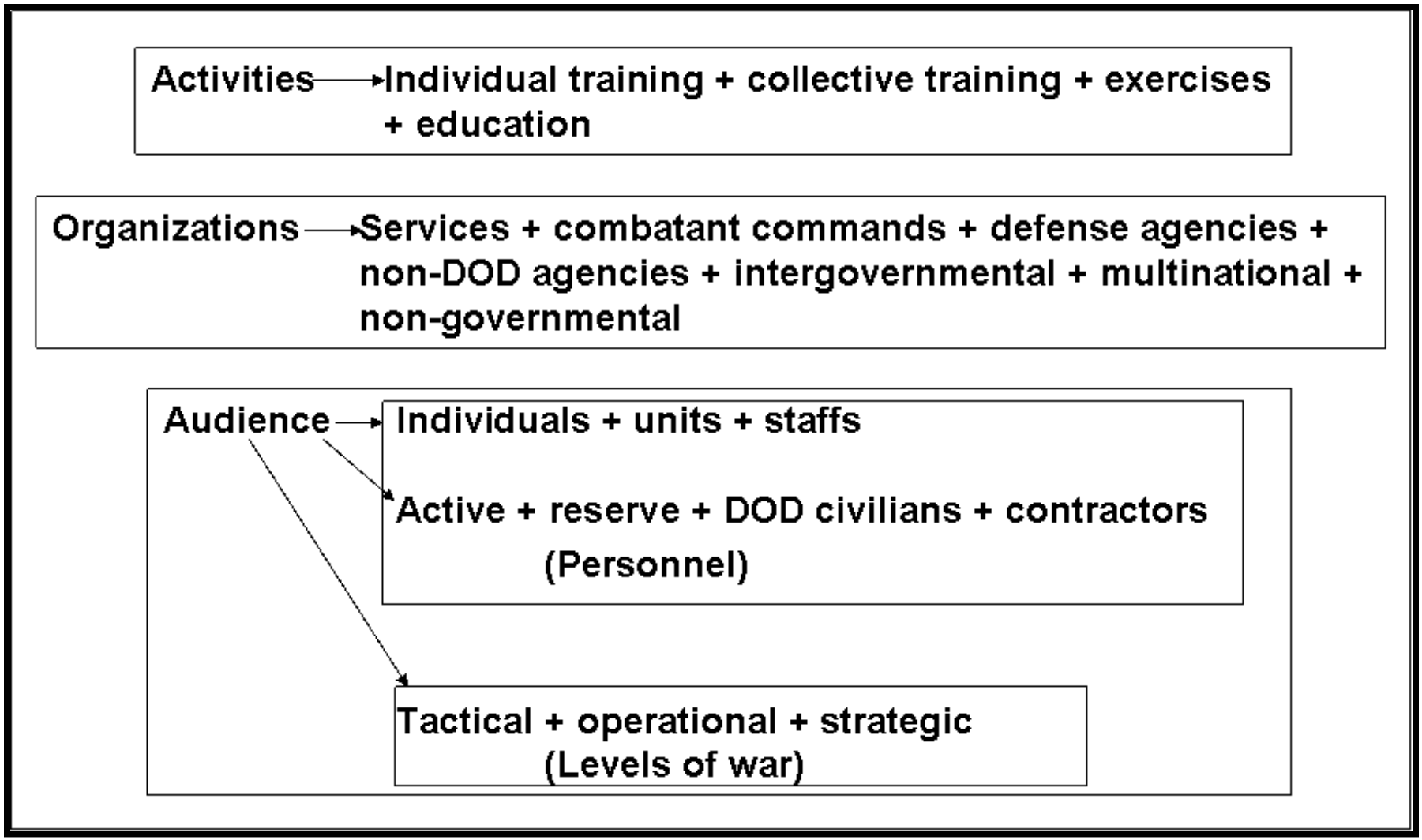
Scope


Activities
Individual training + collective training + exercises + education
Organizations
Services + combatant commands + defense agencies + non-DOD agencies + intergovernmental + multinational + non-governmental
Audience
Individuals + units + staffs
Active + reserve + DOD civilians + contractors
(Personnel)
Tactical + operational + strategic
(Levels of war)

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Proposed Solution

- **Central Ideas**
  - **Transform by revising or creating *Joint Training Processes* to structure and manage Joint Training.**
  - **Deliver transformed training domain worldwide through strengthened *Joint Training Global Environment (JTGE)***

- **Yielding 15 supporting ideas**
  - **44 Joint Training Capabilities**

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Central and Supporting Ideas

Central Idea: Revising or Creating New Joint Training Processes	Central Idea: Strengthening the Joint Training Global Environment
Supporting Ideas:	**Supporting Ideas:**
Mission-driven training requirements	Integration of live, virtual, and constructive training technologies
Appropriate focus on all echelons of the force across all organizations and all levels of war	Advanced distributed learning and gaming
Provision of incentives to individuals, units, and organizations to learn	Embedded training systems
Focus on training during concept development and acquisition	Agile mission rehearsals
Overarching Supporting Ideas:	
Career-long training and learning continuum	
A joint culture of adaptation to new situations, information, and lessons learned	
Inculcation of joint culture and habitual relationships	
Holistic approach — integration of training with other personnel actions	
Readiness assessment	
Remedial on-demand support	
Collaboration with non-DoD organizations	

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Capability vs Key Attribute Table

Capability # JFC	#	Type	JTFC Capabilities	Tier 1 JCA	Tier 2 JCA	JTFC Attributes: Right Information	Right Audiences	Promotes Adaptability	Responsive	Promotes Inter-operability	Transfers Desired Learning	Persistent/ Reinforced	Networked	Expedi-tionary	Efficient
			CENTRAL IDEA: REVISING OR CREATING NEW JOINT TRAINING PROCESSES												
			Mission-Driven Training Requirements												
JT 1.0	001	C	Determine joint training requirements from operational requirements	JFG	T	X	X								
JT 1.0	002	C	Identify performance objectives, conditions, and standards	JFG	T, D	X	X			X					
JT 1.0	003	C	Train all military personnel to accept appropriate military culture	JFG	T	X	X	X		X	X				
JT 1.0	004	C	Certify joint headquarters	JFG	T, EX	X	X		X	X	X				
JT 1.1	005	C	Train in partnership with all COCOMs/Agencies	JFG	T, EX	X	X	X		X	X	X			

KEY

JFG = Joint Force General
JIIMNC = Joint Interagency
JNCO = Joint Net-Centric

D = Doctrine
Ed = Education
T = Training
Ex = Exercise
EQUIP = Equip
MN = Multinational coordination
KM = Knowledge management

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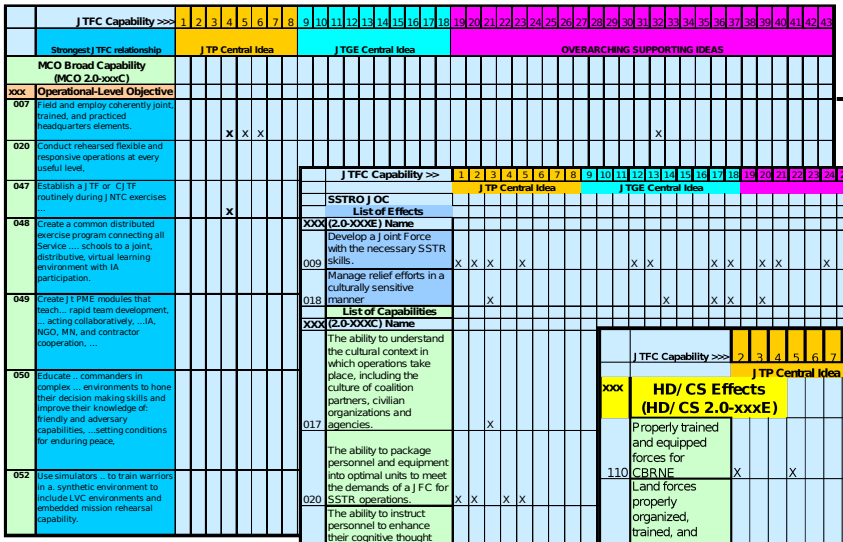
JTFC Capabilities Relationship to JOC Effects

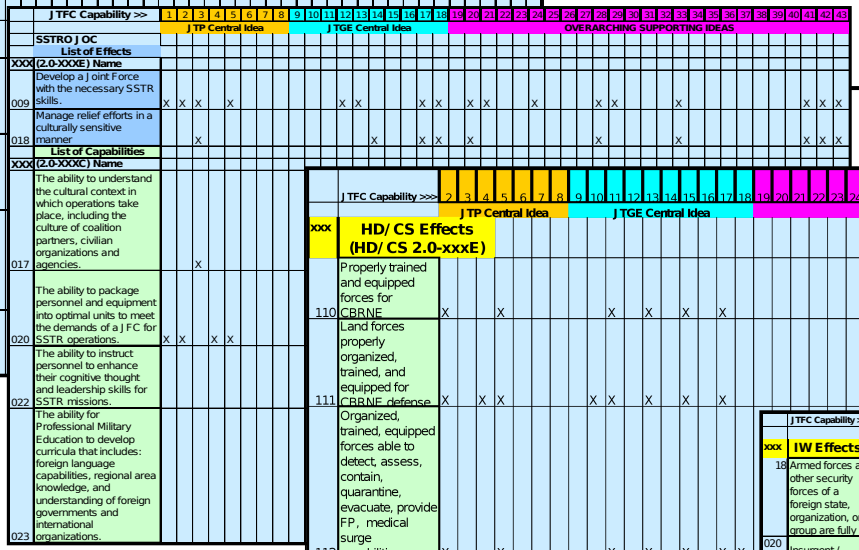
Major Combat Operations -MCO

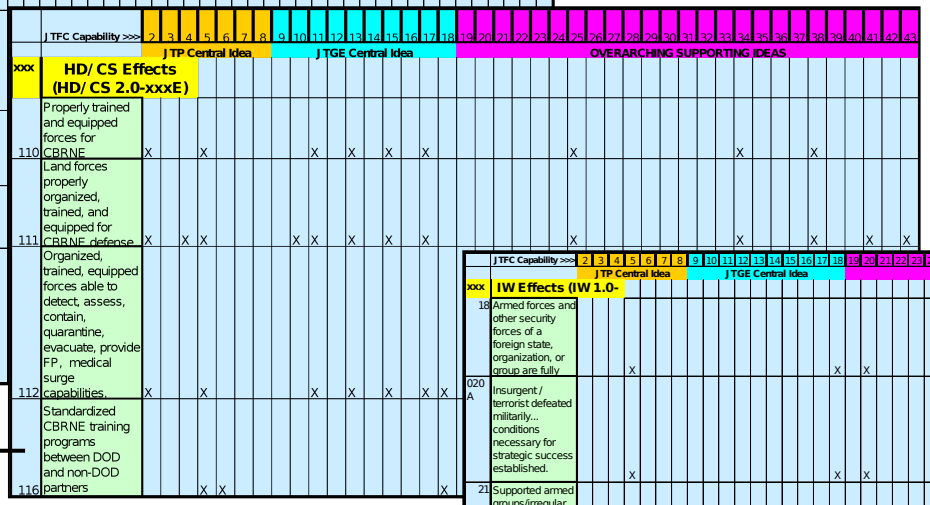
Stability Operations - SO

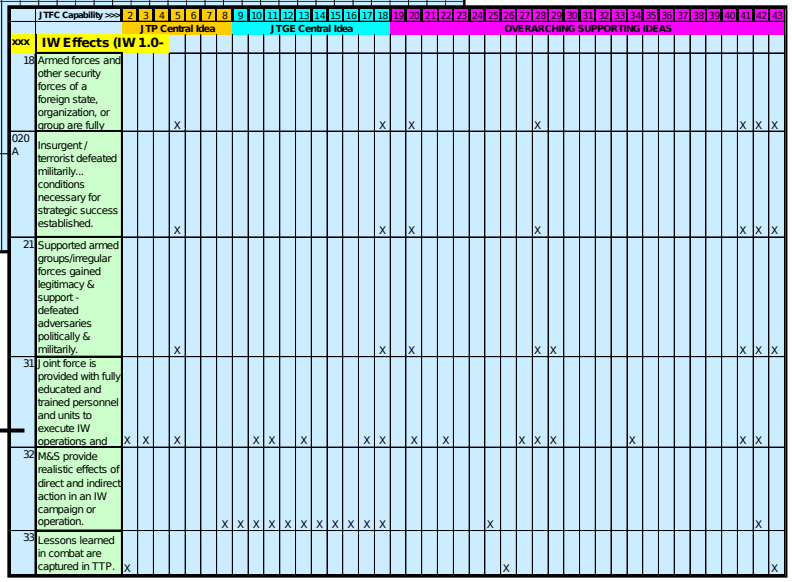
Homeland Defense / Civil Support - HD/CS

Irregular Warfare - IW


JTF Capability >>>
Strongest JTFC relationship
JTP Central Idea
JTGE Central Idea
OVERARCHING SUPPORTING IDEAS
MCO Broad Capability (MCO 2.0-xxxC)
xxx Operational-Level Objective
007 Field and employ coherently joint, trained, and practiced headquarters elements.
020 Conduct rehearsed flexible and responsive operations at every useful level,
047 Establish a J TF or CJTF routinely during J NTC exercises ...
048 Create a common distributed exercise program connecting all Service .... schools to a joint, distributive, virtual learning environment with IA participation.
049 Create J t PME modules that teach... rapid team development, ... acting collaboratively, ...IA, NGO, MN, and contractor cooperation, ...
050 Educate .. commanders in complex ... environments to hone their decision making skills and improve their knowledge of: friendly and adversary capabilities, ...setting conditions for enduring peace,
052 Use simulators .. to train warriors in a. synthetic environment to include LVC environments and embedded mission rehearsal capability.


SSTRO J OC
List of Effects
XXX (2.0-XXXE) Name
009 Develop a Joint Force with the necessary SSTR skills.
018 Manage relief efforts in a culturally sensitive manner
List of Capabilities
XXX (2.0-XXXC) Name
017 The ability to understand the cultural context in which operations take place, including the culture of coalition partners, civilian organizations and agencies.
020 The ability to package personnel and equipment into optimal units to meet the demands of a J FC for SSTR operations.
022 The ability to instruct personnel to enhance their cognitive thought and leadership skills for SSTR missions.
023 The ability for Professional Military Education to develop curricula that includes: foreign language capabilities, regional area knowledge, and understanding of foreign governments and international organizations.


xxx HD/CS Effects (HD/CS 2.0-xxxE)
110 Properly trained and equipped forces for CBRNE
111 Land forces properly organized, trained, and equipped for CBRNE defense
112 Organized, trained, equipped forces able to detect, assess, contain, quarantine, evacuate, provide FP, medical surge capabilities.
116 Standardized CBRNE training programs between DOD and non-DOD partners


xxx IW Effects (IW 1.0-
18 Armed forces and other security forces of a foreign state, organization, or group are fully
020 A Insurgent / terrorist defeated militarily... conditions necessary for strategic success established.
21 Supported armed groups/irregular forces gained legitimacy & support - defeated adversaries politically & militarily.
31 Joint force is provided with fully educated and trained personnel and units to execute IW operations and
32 M&S provide realistic effects of direct and indirect action in an IW campaign or operation.
33 Lessons learned in combat are captured in TTP.

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Linking Capabilities to Effects - Example

- **Effect (SSTRO JOC): *Standardized CBRNE training programs between DOD and non-DOD partners*.**
- **Relevant Joint Training Functional Capabilities:**
  - **5. Training in partnership with all affected CoComs/agencies**
  - **6. Determine retraining intervals for relevant tasks and skills**
  - **18. Rapidly replicate the adversary force, terrain, and area culture in LVC environments**
  - **41. Create on-demand performance support**
  - **42. Adapt training processes and capabilities to yield effective organizational collaboration**
  - **43. Effectively share information in a training environment with the stakeholders**

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Way Ahead

- **Approved by JT FCB – 18 Jun 07**
- **JCB approval briefing – 13 Jul 07**
- **JROC approval decision brief – 9 Aug 07**

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Lunch

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Back-up

Attributes

- Addresses the right information
- Reaches all relevant individuals
- Promotes adaptability
- Is responsive
- Promotes interoperability
- Transfers the desired knowledge
- Is persistent and reinforced
- Is networked
- Is deployable / expeditionary
- Is efficient

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JTFC Attributes and Associated Metrics

Attribute	Description	Metrics
		. These metrics or measures are meant to be relative and used to evaluate alternative solutions that will realize the capabilities presented in the J TFC.
Right Information	Accurately identify tasks needed to meet future threats and the required knowledge and skills to perform those tasks.	• Percentage of combatant commander J METs that are assessed • Percentage of joint critical billets filled by individuals who have successfully completed the requisite joint training and education
Right Audiences	Delivering the appropriate training to every appropriate unit and individual from entry level soldier, sailor, airman, and marine to the combatant commander	• Percentage of individuals conducting operations who have received required (or appropriate) training
Promotes Adaptability	Prepare joint personnel at all levels to improvise new and innovative responses to unforeseen circumstances.	• Percentage of free play among student personnel in training, exercises, and operational activities • How quickly and effectively training audiences identify unexpected situations and solve the operational problem presented
Responsive	Responsive training accomplishes the following: • Keeps training focused; • Increases the ability of deploying forces to be anticipatory, adaptive, and agile; • Develops agile joint training processes	• Speed with which mission rehearsals can be delivered • The amount of relevant and timely information used in mission rehearsals
Promotes Interoperability	There are two crucial types of interoperability. The first type is "TTP interoperability" that allows different units, Services, etc. to function cohesively to prosecute a joint objective. Second, there is "technical interoperability" addressing "machine-to-machine' interfaces and communications standards.	• The extent to which systems, units, or forces provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together. • Percentage of operationally employed units and individuals that have trained with each other in similar missions or operations

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JTFC Attributes and Associated Metrics

Transfers Desired Learning	Knowledge and skills required to support needed operational performance are learned.	• Quantitatively assessed via learning management systems • Level of training readiness determined from individual training records • The amount of observer/trainer feedback on training effectiveness • The amount of supervisor feedback on impact of training
Persistent/ Reinforced	Training needs to be persistent and reinforced for units/staffs and throughout the career of each joint force member.	• Measured by testing relative knowledge and skills across time • Frequency of training compared to required frequency
Networked	Networks support distributed, self-paced, and frequent training	• Percentage of training audience with access to networked training • The amount of interchangeable or reusable databases or the speed at which databases can be interchangeable • Number of networked training locations • Percentage of real-world systems integrated with training systems
Expeditionary	Training methods must be deployable, rugged, easy to operate and maintain, accommodate new scenarios within scenario warning times, and reliable	• Percentage of training that is deployable • Relative size of maintenance and support of deployable training
Efficient	Joint training is efficient — time and resources	• Percentage of forces trained in a distributed environment at home station • Percent of systems with embedded training • Percentage of distance learning used or available • Percentage of training systems cost to overall lifecycle costs • Cost per member of primary training audience • Cost per task trained divided by size of primary training audience • Cost per training hour for individual training

JTFC Capabilities (1 - 22)

1. Determine joint training requirements …
2. Identify performance objectives, conditions, and standards for joint tasks
3. Train … a military culture of doctrinal understanding, adaptability, and personal responsibility for mission accomplishment …
4. Certify joint headquarters
5. Training in partnership with all affected CoComs/agencies
6. Determine retraining intervals for relevant tasks and skills …
7. Develop and maintain persistent joint context …
8. Implement outcome-based processes that reward …
9. Ensure appropriate joint training objectives are KPPs during system acquisition …
10. … interconnect training ranges, virtual training capabilities, simulation centers, …
11. Integrate LVC training capabilities
12. Integrate operational systems with embedded training capability into a joint LVC
13. LVC environment stimulates all operational C2 systems
14. …conduct joint training exercises and mission rehearsals … using the LVC environment
15. Use immersive gaming and simulation to develop decision-making skills …
16. Embed LVC-system interoperability and compatibility into weapons, support, and training
17. Provide globally-distributed rehearsal capabilities using realistic scenario databases…
18. Rapidly replicate the adversary force, terrain, and area culture in LVC environments
19. Train with partners (e.g., coalition, IA/IG/MN/NGO)
20. Provide … career-long training and learning programs
21. …learn the empathetic, cultural, and language skills
22. Prepare senior officers for complex decision-making

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JTFC Capabilities (22 - 44)

23. Provide educational approaches and tools that teach rapid and effective decision-making
24. Provide tailored advanced distributed learning and rapidly configurable individual training tools …
25. … modify behavior quickly and appropriately when circumstances change …_
26. Use intelligence forecasts to quickly identify additional joint training requirements …
27. Integrate lessons learned quickly into relevant training courses, tools, and procedures
28. Rapidly design, plan, prepare, execute, and analyze joint training events to meet needs of CDRs
29. … empathize with and understand civilians, … and social forces within an area, culture, and people
30. Produce a military culture that values, rewards … adaptability to unexpected circumstances
31. Train personnel to use intelligence materials at the operational level
32. Reward initiative and appropriate risk taking
33. Develop individuals, units, and staffs that intuitively think and act as a joint force
34. Create a … military culture that develop live and virtual habitual relationships
35. integrate joint training with service training, including active and reserve components
36. Assess, record, and maintain all individual, and organizational training and educational activity
37. Link training and education activity information directly to systems reporting readiness …
38. Ensure that the desired learning has been accomplished
39. Translate joint operational requirements into joint training process requirements
40. Deliver job performance aids to individuals when and where needed using …
41. Create on-demand performance support
42. Adapt training processes and capabilities to yield effective organizational collaboration
43. Effectively share information in a training environment with the stakeholders
44. Educate and train foreign military personnel and organizations as authorized and directed

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